

# WISCONSIN MAIN STREET

VOLUME 10 NUMBER 1 - 2000

## Design Case Study: The Hanson Building, Viroqua

The Viroqua Partners Board of Directors showed its community spirit through a hands-on effort in renovating the Hanson Building in downtown Viroqua. Their hard work resulted in a beautifully constructed apartment and a unique restaurant that is contributing to the community's tax-base. Ingrid Mahan, Program Manager of the Viroqua Chamber-Main Street, sent in the description of the project.



Hanson Building, before.

**Building Address:** 106
S. Main Street

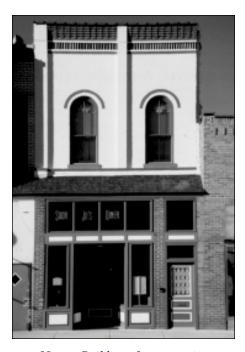
### Building History:

The two-story 18-foot by 60-foot deep stone and brick building located in downtown Viroqua was

constructed in 1898. It survived a fire on New Years Eve 1928, that destroyed the adjacent three-story Williams building. Over the years the building served as a shoe store until the mid-1980s. From that point until 1998, the space was used as a church, an art gallery, an art studio, and a space for painting Viroqua's second mural.

**Scope of Project:** In April 1998, the Viroqua Partners Board of Directors took on the eight-month task of restoring the building. Volunteers did the majority of the demolition and cleaning of the second story's interior, saving the project approximately \$13,000. In addition, the false ceilings, the old flooring, and the old

chimney were removed. The pocket doors and the woodwork that could be salvaged were carefully removed, restored, and reused. Previously there were two small apartments on the second floor, but volunteers removed the walls that separated the apartments, creating one large apartment. The two small aluminum windows of the façade on the second floor were



Hanson Building after renovation.

replaced with replicas of the original tall, arched, wooden-framed windows. The upstairs renovation also included the installation of new skylights, a built-in gas fireplace, oak cabinetry, and a deck off the master bedroom. The space was immediately leased upon completion.

The downstairs renovation included the removal of the built-in shoebox bins, the refinishing of the original oak floor, and the purchase of a tin ceiling from Urban Artifacts, Appleton. The storefront aluminum-framed windows were also replaced with replicas of the original windows and transoms. The rest of the downstairs renovation centered around the needs of the new tenant, Soda Jo's Diner. Finding space for walk-in coolers, ovens, a bakery, and kitchen facilities in the 1,100-sq. ft. area put the carpenters to the test. Eventually, the builders remodeled the basement to house the bakery and a small meeting/dining area.

The one-year-old Soda Jo's is a '50s diner featuring life-size cut-outs of Marilyn Monroe, James Dean, and Elvis Presley, as well as an assortment of Coca Cola and '57 Chevy memorabilia. The menu includes malts, cherry cokes, and homemade pie. The jukebox plays "oldies," and occasionally, the waitresses are decked out in poodle skirts, angora sweaters, pony tails, and saddle shoes.

**Total Cost:** \$230,000 (includes purchase of building)



## **Retail Strategies to Capture Tourism Dollars**

#### **Products and Pricing (part 1 of a 3 part series)**

This article summarizes various purchasing strategies used by retailers selling to tourists. These examples were identified through interviews with over 100 retailers in the Midwest from a variety of small communities. They are presented here to stimulate ideas for businesses in your community.

- 1. Adjust inventory on a seasonal basis. Knitt's Hardware Hank in Boulder Junction, Wisconsin, changes its inventory throughout the year. In the winter, it stocks ice fishing accessories; in the spring, supplies for fixing up cabins; in the summer, fishing and camping goods; and in the fall, hunting merchandise.
- **2. Sell some affordable products in all stores.** While most gallery visitors would love to purchase a \$1,500 blown glass bowl, only a small number can afford to do so. For every expensive bowl, a gallery might sell 200 bud vases at \$35 each.
- **3.** If you sell "cheap" merchandise, don't disguise it. Many visitors are looking for a \$3 snow globe or other inexpensive souvenir as a reminder of their stay. There is nothing wrong with selling such items as long as the customer is not misled to believe that the item has some greater value.
- **4. Extend tourist season into shoulder periods.** Root River Outfitters, a successful canoe and tube rental business in Lanesboro, Minnesota, extends its season by renting bicycles in the spring and fall.
- **5. Ask and listen to the customer for product ideas.** Robert's Drug Store in downtown New Glarus, Wisconsin, is a combination European gift shop and small town drug store with coffee shop. As suggested by a visiting farmer from Switzerland, it began selling authentic Swiss cowbells. Today, cowbells are one of its biggest sellers.

- **6. Personalize products.** Christmas in Port Washington, Wisconsin, sells all types of ornaments. It understands that visitors appreciate personalized gifts for friends and coworkers and offers a service to personalize products with names or occupations.
- 7. Sell products that tie the visitor to the community. The paintings, prints, and lithographs of Roger Lahm Art and Design provide a lasting memory for visitors to Sheboygan, Wisconsin. It often personalizes art by adding a name to a boat or mailbox in a local scene.
- **8. Sell products that match visitors' lifestyles.** Various lifestyle segmentation systems are available from marketing data firms that can help you better understand the buying behaviors of your visitors.
- **9. Offer products for kids.** Serendipity Cards and Gifts in Port Washington, Wisconsin, carries a variety of "travel packs" for children that include activity books, cards, crayons, games, and other items. Attending to the interests of kids lengthens customer time in the store and makes a more pleasant shopping experience for the family.
- **10. Sell authentic products.** From hand-carved cuckoo clocks to handpainted pewter, German Glass and Gifts and Christmas Chalet in Germantown, Wisconsin, has many authentic German items that may not be found elsewhere in the United States.

- **11. Sell items that complement other stores in town.** Mickey Finns
  in downtown Hudson, Wisconsin, has
  developed a complementary relationship with other businesses. Instead
  of competing, it makes sure its pine
  furniture, watercolor prints, antiques
  and other gift items are unique and
  add to the mix of retail products
  available in Hudson.
- **12. Sell products that visitors can take with them.** The Creamery Restaurant & Inn in Downsville, Wisconsin, has a variety of gift items for visitors using the nearby bicycle trail. It makes sure customers can find such items as hats and t-shirts that can be taken back on the trail with them.
- 13. Listen to your current and potential customers and study national trends to identify products and services. Wild River Outfitters in Grantsburg, Wisconsin, has been in the canoe rental business since 1990. After listening to requests and researching national paddling trends, it added recreational kayaks to their rental fleet. Kayaks have proven to be very popular, helped expand the customer base, and increased sales in the convenience store/gift shop.
- 14. Recognize that tourist and local resident preferences are often very similar. Brenda's Blumenladen Floral and Garden in New Glarus, Wisconsin, has found that travelers to its town often have tastes similar to those of local residents. Similarly, Main Street Marketplace in downtown Waupaca, Wisconsin, realizes that local residents also enjoy gift shopping just like visitors. Its products appeal to both the locals and visitors.

Continued on page 3.

## COMMUNITY SHOWCASE

## A Midsummer Night's Dream Dinner and Home Tour, Viroqua

The Associates to Restore the Temple Theater (ARTT), a Viroqua volunteer organization, recently launched a campaign to raise the additional \$800,000 needed to renovate and restore the 1922 Vaudeville theater to its 1920s appearance. The project received a \$400,000 challenge grant from the Jeffris Family Foundation. In July 1999, ARTT sponsored a fundraising event entitled "A Midsummer Night's Dream Dinner and Home Tour." More than 75 guests paid \$100 a ticket to enjoy a gourmet progressive dinner and home tour. Three area residents opened their unique homes for the tour and generously provided the food and beverages. In addition, the homeowners prepared all the dinner courses and guided the tours. Special guest of the evening was Tom Jeffris, founder of the Jeffris Family Foundation.

John and Barbara Dobbertin served hors d'oeuvres at their home, which was built by re-assembling five log houses originally located within 10

miles of the site on Pumpkin Ridge. The center two-story part of the house is from Norwegian log houses dating in the 1870s to 1880s. The two wings of the house are constructed of logs from German log homes. The beams in the house are from an old granary. Surrounded by prairie grasses rather than a traditional lawn, the house offers a spectacular 15-mile view of the surrounding countryside.

The main course was served at Bud and Marcia Meshbesher's home. The majority of the house is an original log structure from the 1880s, while the kitchen dates from the 1950s. The house was moved in 1994

As a focal point of the farm home, a two-story gazebo offers a panoramic view of the surrounding hills and valleys.

Desserts were served at Loren Nordgren's home, New Sunborn, which consists of a complex of buildings resembling a tiny village. Inspired by the 19th century Swedish artist Carl Larsson, this home has been featured in two issues of Country Living. The buildings are centered around a courtyard with flagstone walks. The "storehaus," which has a sod roof, and the other buildings on the site are painted in traditional Swedish colors.

New Sunborn



### Retail Strategies Continued from page 2.

15. Offer convenience products to make visitors stays more enjoyable. The Sublette Fast Stop Convenience Store in Sublette, Illinois, does big business selling broasted chicken dinners. This town specialty is so convenient that many visitors get

dinner for their trip home.

16. Stock items that the traveler may have forgotten. The Wal-Mart store in Saukville, Wisconsin, makes sure it stocks items the tourist may have forgotten, including sporting goods, rain gear, coolers, and clothing.

17. Sell products that were made locally. The Parkview General Store in Campbellsport, Wisconsin, makes and sells homemade fudge. It finds that labeling the different types of fudge with local names is an effective way to market the products.

18. Provide products that describe or reflect the local area. Lowrey's Bookstore in Three Rivers, Michigan, maintains a selection of regional travel and history books of interest to outof-towners.

Do you want to learn more about how to sell to tourists in your community? The University of Wisconsin Extension (UWEX) Center for Community Economic Development is developing an educational program to help communities and their retailers tap into this important market segment. Please contact us through your local extension community resource development educator.

This summary was prepared by Bill Ryan, community business development specialist with the UWEX Center for Community Economic Development. Content drawn from a guidebook titled Tourism and Retail Development: Attracting Tourists to Local Businesses written by B. Ryan, J. Bloms, J. Hovland, D. Scheler, with contributions from P. Alexander, J. Braatz, R. Burke, H. Hanson, M. Jones, K. McGuire, B. Pinkovitz, and A. Torketson, 1999.

## Business Counseling

## **IRS Data for Apparel and Accessory Stores**

By Tom Guppy

The 1996 data from the Internal Revenue Service (IRS) is published on the internet at the IRS site which is www.irs.gov. I recently downloaded the information for apparel and accessory businesses. While the IRS data was useful, it did not provide percentage or ratio information. Since these are helpful in analyzing the financial condition of the business, I developed the following information. The column with percentages reflects percent of total assets for balance sheet items and percent of total receipts for income statement entries. Where a percent was less than 1%, the following entry appears: #VALUE!. The data is for corporate-owned businesses only. The tables are printed below.

A review of the data revealed one significant finding. There were 22,664 businesses with net income (column 1). The total number of corporations reporting was 41,539. Therefore, about 50% of the corporations reporting had net income. These 22,664 businesses with net income generated \$81,396,186,000 in sales. All 41,539 active corporations in this category reported \$102,019194,000 in sales. Thus, the 22,664 businesses with net income generated 80% of the total sales for all the corporations. A conclusion that could be drawn from this is that those businesses without net income may not generate sufficient sales to allow for any profit. These firms also had net income on a percentage basis almost twice that of the category as a whole and also about twice that listed by Robert Morris Associates, which also publishes

Continued on page 5.

Balance Sheet Information Percentages are calculated as a percent of total assets	Apparel and accessory stores with Net Income	Percent of total assets	Apparel and accessory stores Active Corporations	Percent of total assets
Number of returns, total	22,664		41,539	
Total assets	•		59,123,680	
Cash		8.20%	4,564,706	7.72%
Notes and accounts receivable	5,478,594	12.14%	6,409,053	10.84%
Less: Allowance for bad debts	199,785	0.44%	251,971	0.43%
Inventories		29.74%	17,462,205	29.54%
Investments in Government obligations	*164,032	<b>#VALUE!</b>	*164,145	#VALUE!
Tax-exempt securities		0.04%	25,540	0.04%
Other current assets		8.02%	4,707,410	7.96%
Loans to stockholders	202,826	0.45%	503,455	0.85%
Mortgage and real estate loans	*16,364	#VALUE	26,837	0.05%
Other investments		12.13%	8,608,280	14.56%
Depreciable assets	18,428,256	40.82%	23,812,732	40.28%
Less: Accumulated depreciation	8,604,240	19.06%	11,280,118	19.08%
Depletable assets	· · · —		· · · —	
Less: Accumulated depletion	_		_	
Land	657,914	1.46%	841,739	1.42%
Intangible assets (amortizable)	2,157,310	4.78%	2,625,682	4.44%
Less: Accumulated amortization	448,962	0.99%	535,634	0.91%
Other assets		2.33%	1,439,618	2.43%
Total liabilities	45,147,009	100.00%	59,123,680	100.00%
Accounts payable	5,070,709	11.23%	6,876,529	11.63%
Mortgages, notes, bonds payable less than 1	yr 3,030,296	6.71%	4,011,555	6.79%
Other current liabilities	5,075,936	11.24%	6,299,749	10.66%
Loans from stockholders	687,657	1.52%	1,931,544	3.27%
Mortgages, notes, bonds payable 1 yr. or mor	re 8,409,374	18.63%	11,183,670	18.92%
Other liabilities	1,064,577	2.36%	2,944,997	4.98%
Capital stock	2,218,272	4.91%	3,664,336	6.20%
Paid-in or capital surplus	10,231,308	22.66%	15,548,183	26.30%
Retained earnings, appropriated		<b>#VALUE!</b>	*121,089	#VALUE!
Retained earnings, unappropriated	11,857,274	26.26%	9,256,875	15.66%
Less: Cost of treasury stock	2,615,120	5.79%	2,714,847	4.59%

acc	cessory stores th Net Income	accessory stores Active Corporations	
Number of returns, total	22,664.00	41,539	
Current - Total Current Assets/Total Current Liabilities	1.99	1.92	
Cost of Sales/Inventory	3.40	3.33	
Days Inventory - 365/Cost of Sales/Inventory ratio	107.36	109.51	
Cost of Sales/Payables	9.00	8.46	
Days Payables - 365/Cost of Sales/Payables	40.54	43.13	
Sales/Working Capital - Net Sales/Net Working Capital	6.03	6.20	
Debt/Worth - Total Liabilities/Tangible Net Worth	2.07	2.28	
%Profit Before Taxes/Tangible Net Worth - Profit Before Taxes/Tangible NW * 100	19.29	10.30	
%Profit Before Taxes/Total Assets - Profit Before Taxes/Total Assets * 100	9.32	4.51	
Sales/Total Assets - Net Sales/Total Assets	1.74	1.67	

Apparel and

Apparel and



Percentages are calculated as a percent of total receipts	Apparel and accessory stores with Net Income	Percent of total receipts	Apparel and accessory stores Active Corporations	Percent of total receipt
Total receipts	81,396,186		102,019,194	
Business receipts		96.48%	98,530,750	96.58%
Interest		0.78%	871,759	0.85%
Interest on Government obligations: State, loca	ıl 33,950	0.04%	34,274	0.03%
Rents		0.20%	236,914	0.23%
Royalties		0.82%	692,103	0.68%
Net short-term capital gain reduced by				
Net long-term capital loss	*1,431	<b>#VALUE!</b>	*1,431	#VALUE!
Net long-term capital gain reduced by				
Net short-term capital loss	19,605	0.02%	36,061	0.04%
Net gain, noncapital assets	17,736	0.02%	21,607	0.02%
Dividends received from domestic corporations		0.00%	3,081	0.00%
Dividends received from foreign corporations		0.04%	38,353	0.04%
Other receipts	1,292,099	1.59%	1,552,860	1.52%
Total deductions		94.88%	99,405,318	97.44%
Cost of goods sold	45,648,582	56.08%	58,200,020	57.05%
Compensation of officers		1.47%	1,508,016	1.48%
Salaries and wages		12.19%	12,757,180	12.50%
Repairs		0.48%	544,404	0.53%
Bad debts	338,177	0.42%	485,128	0.48%
Rent paid on business property		6.56%	7,016,902	6.88%
Taxes paid		2.19%	2,270,803	2.23%
Interest paid		1.29%	1,538,686	1.51%
Contributions or gifts		0.07%	56,547	0.06%
Amortization		0.14%	162,607	0.16%
Depreciation		1.84%	1,892,110	1.85%
Depletion			*497	
Advertising		1.84%	1,987,515	1.95%
Pension, profit-sharing, stock bonus, annuity pl		0.23%	229,780	0.23%
Employee benefit programs		0.75%	814,656	0.80%
Net loss, noncapital assets		0.16%	309,125	0.30%
Other deductions		9.17%	9,631,341	9.44%
Total receipts less total deductions		5.12%	2,613,876	2.56%
Constructive taxable income from related			, ,	
Foreign corporations	72.097	0.09%	86,131	0.08%
Net income		5.17%	2,665,733	2.61%
Income subject to tax		4.40%	3,583,101	3.51%
Total income tax before credits [7]		1.49%	1,215,511	1.19%
Income tax		1.50%	1,216,925	1.19%
Personal holding company tax	_		_	
Recapture taxes	_		_	
Alternative minimum tax	7.317	0.01%	7,398	0.01%
Environmental tax		0.00%	243	0.00%
Foreign tax credit		0.02%	17,291	0.02%
U.S. possessions tax credit		J. J. W / U		J.02/0
Nonconventional source fuel credit	_		_	
General business credit	2 676	0.00%	2,676	0.00%
Prior year minimum tax credit	, , , , ,	#VALUE!	*16,278	#VALUE!
Total income tax after credits [2]		1.45%	1,179,266	1.16%
	1,1.0,100	2.10%	1,1.0,200	1.10/0

Endnotes in file 96endnotes.pdf. Detail may not add to total because of rounding. See file 96coexpl.pdf and 96cosaml.pdf for "Explanation of Terms" and "Description of the Sample and Limitations of the Data," respectively.

Continued from page 4.

financial statement studies. A major component of the difference was a 1% reduction in cost of goods sold for the businesses that showed net income.

If you own or operate an apparel type business, you might want to compare your asset, liability, net worth, cost of goods sold, and expense items with the percentages listed in the attached table. Percentages don't tell the whole story about financial information. However, if you are at a significantly higher or lower percentage in a particular category, you might want to *Continued on page 7.* 

## Similar reports have been prepared for

- Eating and Drinking Establishments
- Furniture and Home Furnishings

## Future reports will include

- Building Materials, Garden Supplies, and Mobile Home Dealers
- General Merchandise Stores
- Food Stores
- Automotive Dealers and Service Stations
- Miscellaneous Retail Stores

It is also possible to do reports on wholesale trade and manufacturing. If you would like reports on any of the above, please contact Tom Guppy at (608) 267-2252 or by e-mailing tguppy@commerce.state.wi.us. This is no charge for this service.

#### COMMUNITY SHOWCASE

## Ripon Brews Republican Ale

Republican Ale was unveiled on Saturday, October 9, at Ripon's first-ever Pumpkin Fest held in downtown Ripon. Appleton Brewing/Adler Brau Brewery of Appleton bottled approximately 30 cases of the ale for the event.



Republican Ale

According to Main Street Director Craig Tebon, having one's own beer is a good way to capture the city's history. The name Republican Ale was chosen to honor the city's claim as birthplace of the Republican Party. Tebon said he and the Pumpkin Fest promotion committee think the beer will sell year-round in local restaurants and drinking establishments.

After taste-testing quite a few recipes, the committee decided on a light ale, in order to appeal to the widest possible audience. John Jungers, owner of Appleton Brewery/Adler Brau, described it as a little heavier than a domestic beer. The ale's brown bottle is imprinted with white lettering, that is silk-screened, rather than printed, on a paper label. The back of the bottle tells the Republican Party story.

In addition, each bottle bears a sketch of the famous Little White Schoolhouse. Tebon did the initial rendering of the building, which stands on Blackburn Street just east of Ripon's main street. Artel Design Studio of Ripon transformed the story and drawing into a silk screen.

At the Pumpkin Fest, Republican Ale joined other beers from the Midwest at a micro-brew tasting. Pumpkin Fest also featured a custom car show, a pumpkin goods bake-off, an art show, and a pumpkin weigh-in contest.

For more information on Republican Ale, contact Ripon Main Street Director Craig Tebon at (920) 748-7466.



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**Edited by:** Shari Cox

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Brian McCormick, Madison
William Neureuther, Hubertus
John Spielmann, Hartford
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Trudy Wallin, Viroqua
Ed Wendland, Watertown

#### The Republican Party story found on the back of each bottle.

#### The Birth of the Republican Party

Ripon Wisconsin's Little White Schoolhouse became famous for the meeting that took place on March 20, 1854.

The meeting participants were mainly from the Whig, Free Soilers, and Democrat political parties.

They believed that their parties would not and could not prevent the extension of slavery into the north individually. That night they unified their front to fight against slavery.

Thus was born the Republican Party.



## The Good Idea Department

Did you know that you could save money on your food bills if you volunteer? This is the principle of the SHARE Program, which recently expanded to **Chippewa Falls**. Connie Scott started Chippewa Falls SHARE Select as a way to give back to the community.

SHARE originated in San Diego, California, in 1983. Currently, SHARE Wisconsin serves 20,000 families each month. Participants are entitled to select a monthly food order at a reduced price from a menu provided by SHARE if they give a minimum of two-hours of volunteer time each month. SHARE buys all of the food it distributes. None of the food is donated or surplus. There are no additional eligibility requirements besides the volunteer hours.

For every order placed 10% is donated back to the community. Main Street Chippewa Falls was very pleased to learn that the new SHARE Program in their community would be giving this money to the Flower Beautification Program Downtown.

## **Statistically Speaking...Travel Trivia**

**Travel and tourism** grew to be a \$541.7 billion-dollar industry in 1999.

This past year 53.6 million adults visited a **museum** or **historical site**.

**Dining, shopping, museums,** and **tours** are the top activities for travelers.

Over one-half of U.S. adult travelers (53%) **planned activities** after they arrived at their destination while on a trip of 100 miles or more, one-way, in the past year.

One-fifth of U.S. adults (31.0 million) attended a **festival** while on a trip away from home in the past year.

Nearly 40 million Americans went on a **garden tour**, visited a botanical garden, attended a gardening show or festival, or participated in some other garden-related activity in the past five years.

Nearly 60% of family travelers use **children's services** offered on the road, with kids meals (41%) and hotel discounts (30%) being the most popular.

Thirty-one percent of U.S. adults (61.8 million) said they took a **romantic getaway** in the past 12 months.

The number one source for **travel information** about places to visit or about flights, hotels, or rental cars is friends and relatives (41%). Travel agents are second with (39%) and travel companies are third with (32%). One in five past year travelers (21%) contacted a city, state or country's tourism office to get information.

Americans took 604 million **weekend trips** in 1996, a dramatic 70% increase since 1986.

Source: Travel Industry Association of America (TIA)



#### The Aspen Institute

An international nonprofit education institution dedicated to enhancing the quality of leadership through informed dialogue. www.aspeninst.org

#### **Internet Nonprofit Center**

Information for and about nonprofit organizations in the United States. www.nonprofits.org

#### The SCORE Association

SCORE (Service Corps of Retired Executives) is a resource partner with the U.S. Small Business Administration. Score is dedicated to aiding in the formation, growth, and success of small business nationwide.

\*\*www.score.org\*\*

#### **Neighborworks Network**

Promotes the creation of healthy communities through affordable housing, home ownership and investments in neighborhood revitalization through local partnerships of residents, non-profits, lenders, the business community and local government. www.nw.org

### IRS Data

Continued from page 5.

consider operating changes. If you need help in interpreting the data, please contact Tom Guppy with the Bureau of Downtown Development at 608-267-2252 or by e-mail at tguppy@commerce.state.wi.us

A commonly cited problem of many struggling businesses is their inability to generate customer traffic. This condition leads to low sales. As demonstrated by the IRS data, low sales may lead to low profits or no profits. Improved marketing usually leads to higher sales. Marketing assistance is one of the major benefits of the free business counseling offered by the Wisconsin Main Street Program. Businesses that are struggling may want to use this service.

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**Tisconsin** 





#### UPCOMING EVENTS

## TRAFFIC CALMING

## THIS IS AN EDUCATIONAL CONFERENCE ON TRAFFIC CALMING SEE HOW IT'S MAKING COMMUNITIES, LARGE AND SMALL, SAFER AND MORE APPEALING THROUGHOUT WISCONSIN.

- \*SAFER NEIGHBORHOODS...
- \*EFFICIENT TRAFFIC FLOW...
- \*ENHANCED BUSINESS DISTRICTS...

MAIN CONFERENCE - MILWAUKEE: MAY 11, 2000 Mini-Conferences - Eau Claire: May 8, 2000; DePere: May 9, 2000

SPEAKERS INVITED:

Ellis McCoy • John Edwards • Walter Kulash • Kittelson & Associates, Inc.

To register call 414-286-3263 or www.danenet.org/traffic



Sponsored by: Wisconsin DOT, the City of Milwaukee, Marquette University, Wisconsin Main Street Program, and the Institute of Transportation Engineers — Wisconsin Section.